egarding Gibson LeBoeuf's article, "Foreign Military Sales (FMS) Reinvention in the Department of the Navy," which appeared in the November-December 2001 issue of *Program* Manager—great article! As a retired Navy commander, it's good to see the Navy lead the way! As a member of the DTSA [Defense Technology Security Administration] policy team, I've attended several international conferences and committees that LeBoeuf has also attended and we've spoken several times. However, that is not the reason I write...I would like to address several issues [mentioned in his article.

First, the DoD 5000 series: Thank you. I am forever reminding people to familiarize themselves with the series, particularly (for me) DoDD 5530.3 w/Change 1 (i.e., International Agreements). In addition to the statement, "Early in the life of a program, an analysis of alternatives needs to include a careful review of what our allies can offer." I would like to invite attention to the requirement for a Technology Assessment/Control Plan (TA/CP) to be developed and approved during the embryonic stages of a program. In accordance with 5530.3, Change 1, the TA/CP requirements meet the technology assessment prerequisite for...international agreements.

"Components will consider and incorporate, as appropriate, all applicable NDP [National Disclosure Policy] and DoD tech-

nology transfer policy guidelines, and Service disclosure policy."

Moreover, the TA/CP "identifies the foreign technologies or other benefits that the United States is likely to acquire as a result of the proposed agreement." The TA/CP (and the derived Delegation of Disclosure Authority Letter [DDL]) requirement was further emphasized by then Deputy Secretary of Defense [John] Hamre in his Sept. 9, 1999, memo to all Service Secretaries, Chairman of the Joint Chiefs of Staff, Under Secretaries of Defense, Assistant Secretaries of Defense, and Directors of Defense Agencies entitled, "Security and Foreign Disclosure Obligations."

Lastly, as a participant in the DCS [Direct Commercial Sales]—and to some extent the FMS [Foreign Military Sales] technology transfer process—I'm keenly interested in LeBoeuf's "Improve the Disclosure Process" Working Group and "Team International" concept, specifically as they relate to the technology security/transfer process, although admittedly I have not heard of either.

Again, great article and even better initiative. Thanks.

—Pete Dougherty Senior Foreign Policy Analyst, DTSA Alexandria, Va.